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Remuneration and Employee Productivity of Selected Private Universities in Ogun State, Nigeria

Nzeadibe, Nnaemeka G; Akpa, Victoria O. PhD

Department of Business Administration and Marketing,
School of Management Sciences, Babcock University, Ilishan-Remo, Ogun State, Nigeria

ABSTRACT

Employee productivity is germane to the survival of every organization. Private universities in Nigeria are experiencing negative employee outcomes in the area of employee productivity. This is attributable to poor remuneration which is one of the major source of motivation to employees. The study examined the effect of remuneration on employee productivity of selected private universities in Ogun State, Nigeria. The study employed cross sectional survey research design. The population of the study was 3835 faculty and staff of (4) selected private universities in Ogun State Nigeria (Crescent University, Covenant University, Bells University and Crawford University). Using the research advisor table, the sample of 450 was determined. Stratified sampling technique was used in selecting the respondents. A structured and validated questionnaire was adopted for data collection. Cronbach's Alpha reliability coefficients of the constructs ranged from 0.73 to 0.93. The response rate was 73.56%. Data were analyzed using descriptive and inferential (simple linear regression) statistics. The result shows that remuneration has a positive significant effect on employee productivity of selected private universities in Ogun State, Nigeria ($\beta = 0.547$, R2 = 0.269, t = 10.998, $p<0.05$). The study concluded that remuneration affect employee productivity of selected private universities in Ogun State, Nigeria. It was recommended that in other for the educational institutions to competitively survive in this present economy, adequate and enhanced human resources management practices in the area of remuneration should be implemented to help in boosting the employee productivity in the universities.

KEYWORDS: *Employee productivity, Remuneration, Private Universities*

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1. INTRODUCTION

Academic institutions around the globe play an important role in the development and growth of the economy. The productivity of the employees of the education sector of most economies have elicited concerns from both professionals, proprietors and the public. Some of these concerns are risky and largely affect the performance of both employees and organizations. Remuneration is a major source of motivation to employees this is because remuneration can enhance workers' performance as well as drives them to perform better in the organization. Eteete, Uwannah, and Mark, (2019) contend that poor remuneration is part of the reasons for employees decline in productive. Akpa, Akintaro, Egwuonwu, Herbertson, Nnorom, and Shonubi (2016) further confirm that productivity is adversely affected when employees' remuneration packages are not commensurate to the work performed. Remuneration plays a significant role in influencing high level of productivity among employees (Agwu, 2013; Owor, 2016). Nevertheless, inadequate remuneration has been recognized as the reasons for poor employee productivity among employees of most tertiary institutions as noted by Gama, Parwita, and Suryani(2019).

Several studies (Adenike, Oluwaseun, & Sunday, 2017; Agba, Agba, &Mboto, 2013; Anthony, Charlie, & Jenna, 2016); Muhammed, SaqibUsman, &Tahir, 2013; Zahra, Xia, Khuram, Liu, &Amna, 2015) have been carried out in the area of remuneration and, salaries. However, the inconsistencies in the findings of previous research in the area of remuneration and productivity has given rise to further investigation as noted by Achilike, Okeke, and Nwele (2017); Hendra and Rezki (2015); Samuel, (2015), and Beyza (2018). There seems to be little emphasis on remuneration among private universities, which has resulted into issues such as demotivation, disenchantment, lack of commitment, and eventual low productivity. This has adversely affected the level of employee outcome and general organizational performance. Owor (2016) affirmed that the basic pay of employees of private universities is not comensurate when compared to what is obtainable in the public sector. Gregory, Makokha and Muchai, (2018) affirm that in Nigeria, lack of effective remuneration systems have been blamed for the increased cases of industrial strikes amongst the workers in the education sector and these have resulted to increased rates of employee low productivity due to poor remuneration and employees quest for better paying jobs in other countries. This study therefore examinesthe effect of remuneration on employee productivity of selected private universities in Ogun State, Nigeria.

2. Literature Review

2.1. Remuneration

Remuneration means the different method used to reward or compensate employees for their work and services rendered to an organization (Makokha, Muchai& Namusonge, 2018). Attiogbe & Quartey, (2013) opined that remuneration refers to all forms of financial returns both tangible and intangible benefits that an employee gets as a part of an employment contract. Furthermore, remuneration as a human resource management function and practice, has to do with every type of reward employees receive in exchange for performing a job. Also remuneration is not just a free gift, but pay or a reward received during employment (Attiogbe & Quartey, 2013). Remuneration systems should provide basic attraction to employees to perform job efficiently and effectively. Salaries affect the employees' productivity and work performance hence, the amount and method of remuneration are very significant for both management and employees (Makokha & Namusonge, 2018).Further, the remuneration employees receives can be in different forms which often include: salary, bonuses; profit sharing; overtime pay; recognition rewards and checks; sales commission; health insurance; company-paid car; stock options; company-paid housing; and other non-monetary but taxable income items (Agwu, 2013; Arasa, Kimani, & Thomas, 2017).

Remuneration comprises all forms of financial returns and tangible services and benefits employees receive as part of an employment relationship (Akter & Moazzam, 2016). In the same manner Danish and Usman (2010) viewed remuneration as the adequate and equitable compensation of employees for their positive contribution to the organization. Employees pay does not depend only on the jobs they hold, instead organization vary the amount paid according to differences in performance of the individual, group or the whole organization as well as differences in employees qualities such as security, education levels and skill (Gerhart&Milkovich, 2015).Monday (2010) sees remuneration as the total of all rewards made available to employees in return for their services, the overall purposes of which are to attract, retain and motivate employees. Adeoye, (2014) asserts that different compensation and benefits practices are given to ensure maximum utilization of the human capital within the organization.

Remuneration is an aspect of human resource management function that deals with every type of compensation and reward employees receive in exchange for carrying out organizational assigned tasks, with a desired outcome of an employee who is attracted to the work, satisfied, and motivated to do a good job for the employer (Adeniji & Heirsmac, 2014). Also remuneration is the cash and non-cash payments provided by an employer for services rendered by an employee. It could be financial rewards which refer to any monetary rewards that go above and beyond basic pay. These rewards are separate and not added into basic salary. Examples of these include financial incentives, bonuses, and recognition. Remuneration can be described as direct and indirect compensation received by employees in an organization that serves to achieve employee satisfaction and retention as well as improve employee productivity (Adenij, Heirsmac, Hezekiah, & Osibanjo, 2014).

One of the advantages of remuneration as noted by Ahmed, Nabi and Rahman (2017) is its capability to aid the retaining of qualified employees as well as increasing the efficiency of the organization. Also Karia and Omari (2015) acknowledged the advantages of remuneration to include reduction of the level of absenteeism among employees because when employees are well remunerated and compensated, their zeal and enthusiasm to be regular at work will be improved instead of wasting time at home, or been idle at work. Similarly, it helps in meeting employees financial and non-financial needs which in turn serves as motivation to them since a well remunerated employee is more likely to be motivated to act in the desired way. It also get rid of employees from certain fears and anxieties as well as enables the employees to work with a relaxed mind as well as increasing their self-confidence. It also brings about employees' job satisfaction and in turn, lowers the rate of turnover. It is one of the factors that sought to increase employee's engagement in the work place, which is the key element in the work performance among employees (Arasa, Kimani, & Thomas, 2017).

Notwithstanding the huge benefits of remuneration, there are some disadvantages which most times affects employee performance. Tetteh (2014) in his study identified that the major issues with remuneration or compensation of employees is based on three factors which are fairness, controllability and transparency. According to Tetteh, (2014), employees should be able to see remuneration as being fair. If an employee sees that this concept of fairness has not been fair, there is the possibility that their motivation to perform will be reduced hence leading to unfavorable results. Also another area is the area of transparency. How a remuneration package is seen to be transparent will be based on how it is communicated. A transparent system not only informs employees who would not want to take risk of the rules of the compensation, it helps to get employees well informed of the objectives of the organization. The rules if effectively communicated to these personnel, it will facilitate their understanding of how the system works and create an environment to support the execution of the remuneration. Tetteh (2014) see controllability as the extent to which the employee is able to control or influence the outcomes. The effect of a certain quantity has to vary at the lowest amount as possible to manage such a control over one's reward. Hence remuneration is laying emphasis on adequate compensation of employees fairly, transparently as well as controllably. This is very important to employers of labor, managers and other stakeholders in different organization because when employees are well remunerated, they are bound to exhibit favorable outcomes (Makokha & Namusonge, 2018). To the researcher, remuneration are methods employed by organizations to compensate or pay employees for their contributions, work and services rendered to the organization as well as serve as a motivating tool.

2.2. Productivity

Ajalie (2017) submitted that employee productivity refers to a measure of the quantity and quality of work done by an employee, having in mind the cost of resources used. The greater the level of organizational productivity, the greater the competitive advantage of the organization. This is for the reason that the costs attached with the production of goods and services are lesser. Ajalie (2017) pointed out that better productivity ratios does not automatically mean that more output is manufactured, it could also mean that less workers or less financial resources and time were utilized in

producing the similar output. According to Anis, et al., (2015) employee productivity, can be seen as the output per unit of input, for instance production output per labor hours. They explained that at a workplace level, employee productivity is influenced by many factors such as technology, market forces, including the input of the individual worker. Ajalie (2017) noted that employee productivity is the rate at which employees effectively and efficiently discharge their duties. George (2006) opined that the performance of an employee contribute directly to an organization's level of effectiveness, efficiency and even towards the achievement of organizational goals. It also stated that the inability of an organization to certify that its employees are motivated through adequate human resources practices, has a negative effect on its organizational effectiveness and efficiency and hence affect employee's productivity levels vis-à-vis expected goals. Productivity may be denoted in form of quality, quantity, time and cost. He also stated that evaluating productivity has to with measuring the length of time it takes an average employee to produce a specified level of output. Although measuring productivity may seem difficult, it is however very significant since it directly affects organizational profitability (Ajalie, 2017).

Employee productivity is an assessment of the efficiency of an employee or group of employees (Akpua, Dunkwu, Okeke, & Onyekwelu, 2019). Ariani (2017) posits that productivity may be appraised in terms of the output of an employee in a specific period of time. Typically, the productivity of a given employee will be evaluated relative to an average for employees doing similar work. Since much of the success of any organization depend on the productivity of its workforce, employee productivity is an important consideration for businesses. Anyadike (2013) postulates that productivity is beneficial to organizations because it measures how effective resources are brought together in organization and used for achievement of a set result. It is reaching the highest level of performance with the least expenditure of resources. Productivity is a dimension or calculation that exist between input and outputs. Inputs are the quantity of resources like human resources, financial resources, physical, time, technological and effort spent working in the organization, while outputs are the result. If the inputs are equivalent to the outputs, the employee is seen to be productive (Aina, Eze, Nwaba, & Olatunji, 2019). Ajalie (2017) asserts that when workers are productive, they achieve more work in a given amount of time. By this, efficiency protects their company money in time and labor. On the other hand, when workers are not productive, they spend more time to accomplish a project, which cost employers more money as a result of the time lost.

Letizia, Nunzio, and Piervito (2018) explains that measuring productivity of workers is a very essential duty every organization that desires to survive in a competitive business environment must do from time to time. In this information technology driven age, determining and ensuring productivity in the workplace could be very tasking because employees' attention are divided among things like smart-phones, social media and also demands of personal lives and their jobs (Anyadike, 2013). Productivity can be measured through different ways which includes Management by Objectives (MBO), quantitative method, 360 degree feedback method, Services, sales, time, and profit and so on. To select an effective measuring method for productivity thus, an organization should identify the Key Performance Indicators (KPIs) of its business (Ajalie, 2017). Letizia, Nunzio, & Piervito (2018) posits that the KPIs are the profit-making and reputation-making parts of the business which can be controlled and must be taken from the company's highest goals. The researcher sees employee productivity as the measure of the quality and quantity of work carried out by an employee based on available resources allotted to him.

2.3.1. Theoretical Review

This study was anchored on equity and Herzberg's two factor theory. The equity theory focused mainly on workers feeling of how fairly or poor they are being treated at work when compared to what other employees and workers of other organization receives (Idemobi, et,al. 2017). Equity theory suggests that individuals who see themselves as either under-rewarded or over-rewarded will experience distress and that this distress will lead to efforts in order to restore equity within the relationship. The theory assumes that employees compares their inputs and outcomes to others inputs and outcomes and as a result of this comparison they might experience equity or inequity. The theory also assumes that when employees feels that their own treatment is not equitable to compared to the treatment received by other employees, they are bound to exhibit negative outcomes such as poor productivity, lack of commitment and most of them will not display good citizenship behavior (Chiekezie, *et al.*, 2016).

The Herzberg's two factor theory on the other hand advocates that there are two sets of factors in deciding employees working attitudes and level of performance, hence in order to increase employees' performance or productivity, motivation factors must be addressed (Bevins, 2018). The theory assumes that motivation and hygiene factors determines employees working behaviors, therefore given rise to satisfaction or dissatisfaction. The theory also assumes that meeting employee's lower- level needs by improving salary, benefits, safety and other job contextual factors will prevent employees them from becoming actively dissatisfied but will not motivate them to exert additional efforts towards better performance. Another assumption is that to motivate workers, according to the theory, managers must focus on changing the intrinsic nature and content of job themselves by "enriching" them to increase employees' autonomy and their opportunities to take an additional responsibility, gain recognition and develop their skills and careers.

2.3.2. Research Conceptual Model

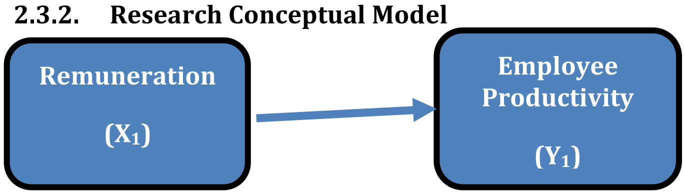

Figure-1 Conceptual Model for remuneration and Employee Productivity
Source: Researcher's Conceptualization (2021)

3. Methodology

The study employed cross sectional survey research design. The population of the study was 3835 faculty and staff of (4) selected private universities in Ogun State Nigeria (Crescent University, Covenant University, Bells University and Crawford University). Using the research advisor table, the

sample of 450 was determined. Stratified sampling technique was used in selecting the respondents. A structured and validated questionnaire was adopted for data collection. Cronbach's Alpha reliability coefficients of the constructs ranged from 0.73 to 0.93. The response rate was 73.56%. Data were analyzed using descriptive and inferential (simple linear regression) statistics.

Table 1 Reliability Statistics Result

S/N	Variables	No. of Items	Cronbach alpha Coefficient	Composite Reliability
1	Remuneration	5	.901	0.874
2	Employee Productivity	5	.839	0.922

Source: SPSS Output Result (2021)

4. Data Analysis, Results and Discussion

Table2:Summary of Linear Regression Analysisfor effect of Remuneration and Employee Productivity of Selected Private Universities in Ogun State, Nigeria

Variables	B	T	Sig	R	R^2	Std. Error of the Estimate
(Constant)	10.118	8.791	0.000	0.518	0.269	3.466
Remuneration	.547	10.998	0.000			
a. Dependent Variable: Employee Productivity						

4.1. Interpretation

The result presented in Table 4.1 shows that remuneration has a positive significant effect on employee productivity of selected private universities in Ogun State, Nigeria.

(β = 0.547, t = 10.998, $p<0.05$). The R value for the regression model is 0.518 which shows that remuneration has a moderate positive significant relationship with employee productivity. Furthermore, the R square value for the regression model is 0.296. This finding is supported by a positive and significant unstandardized β coefficient in Table 4.4 (β = 0.518, t = 10.998, $p<0.05$). The result of the standard error of the estimate is 3.466. This means that the variability in the prediction is 3.466. The regression model used to explain the variation in employee productivity due to the effect of remuneration can be stated thus:

EP = 10.118+ 0.547 RM... (eq.i)

Where:

EP= Employee Productivity

RM=Remuneration

The regression equation above shows that the parameter estimate of remuneration complied with a priori expectation which explains remuneration will have a positive effect on employee productivity of selected private universities in Ogun State, Nigeria. The constant was 10.118 which implies that if remuneration is at zero; the value of employee productivity would be 10.118. The coefficient of remuneration was 0.547 indicates that one unit change in remuneration results in 0.547 units increase in employee productivity of selected private universities in Ogun State, Nigeria. The t-statistic was 10.998, which was more than 1.96 (as detected in the t-tables at 5 percent significance level). Thus, remuneration significantly affects productivity of selected private university in Ogun state Nigeria. Based on the results, the null hypothesis one (Ho_1) which states that remuneration has no significant effect on employee productivity of selected private universities in Ogun State, Nigeria was rejected.

4.2. Discussions of Findings

The findings revealed that remuneration have a significant effect on employee productivity in selected private universities in Ogun State, Nigeria. Relating this finding to the body of existing knowledge, the research of Achilike, Nwele, & Okeke (2017)found that one of the main factors of employee productivity is remuneration. If employees perceive that their remuneration packages are good, they will become more eager and ready to produce (Abraham, Kush, & Mensah, 2018). This is also consistent with the study that was conducted by Agustiningsih, Djumilah, Noermijati and Thoyib (2016) where they found a positive influence of remuneration on employee productivity. Armstrong (2012) found that the employees are more willing to go extra mile in their performance is based on their perceived amount and type of rewards that they expect. Asibur and Muntaquimul (2018) in their study also revealed that remuneration management is significantly correlated with employee productivity.

In addition to the aforementioned, Gerhart and Milkovich (2015), Ajalie (2017) revealed in their different studies that pay is one of the most important variables in explaining employee productivity. It was further concluded that pay plays vigorous role in human resources organizations in other to entice and retain expert workforce. More so, Hendra and Rezki (2015)emphasized that financial reward like salary has more ability than psychological reward to satisfy numerous types of employees. Waithaka (2013) found that remuneration was the highest motivation factor towards employees' productivity. In the same opinion, Abu, Al Shobaki, Amuna and El Talla (2017) asserted that remuneration paid on time determines employee productivity of the majority of employees in Kenya. Odunlade (2012) study revealed that there is a relationship between remuneration and employee productivity.

On the contrary, Odunlade (2012) other studies has shown that the side of poor remuneration is responsible for poor employee productivity which is a common characteristics of the findings of from the studies of Abraham, Kush and Mensah (2018) and Muhammad and Owais (2015). Islam and Siengthai (2009) discover that fringe benefits in remuneration aid organizations to minimize the employees' level of poor production. Muhammad and Owais (2015) in their study concluded that there is a positive relationship between remuneration (extrinsic and intrinsic) and employee's productivity. Most of the organizations implement remuneration system to increase the productivity of its employees. Wael and Farouk (2017) studied the impact of remuneration and productivity. The study found that there is a significant relationship between remuneration and employee productivity. The authors further concludethat a decent remuneration and reward framework ought to

incorporate both financial and non-financial rewards that are focused in view of the predominant market rates.

5. Conclusion and Recommendation

The study focused on the effect of remuneration non employee productivity. The result revealed that remuneration has a positive significant effect on employee productivity of selected private universities in Ogun State, Nigeria. The study recommends that in other for the educational institutions to competitively survive in this present economy, adequate and enhanced human resources management practices in the area of remuneration should be implemented to help in boosting the employee productivity in the universities.

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